

The International Labour Organization (ILO)

Road to Jobs

Terms of Reference – International Consultant for the Final Evaluation of ILO Road to Jobs Project

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| Title of project being evaluated | Road to Jobs: Bringing decent work to rural households of the Northern Provinces in Afghanistan |
| Project TC Code | AFG/14/01/SID |
| Donor | SIDA - Swedish International Development Cooperation |
| Dates of Project Implementation | June 2015 to December 2020 |
| Administrative unit: | ILO Office in Kabul |
| ILO Responsible Official: | Tonderai Manoto (Chief Technical Advisor, Road to Jobs Project) |
| Technical Backstopping Unit: | ENTERPRISES SME/ENT The Lab |
| Collaborating ILO Units: | ROAP, DWT-New Delhi, SFP, SAFEWORK, SECSOC, SKILLS, MIGRANT |
| Time frame | November 2014 – December 2020 |
| Sector | Agriculture and manufacturing |
| Target group | Rural and Urban poor households |
| Implementing Partners | MoLSAMD, MAIL, MRRD, MoCI, Ministry of Education, Ministry of Women Affairs, Afghanistan Chamber of Commerce and Industry, Federation of Afghan Craftsmen and Traders ,National Union of Afghan Workers and Employees and other trade unions. Provincial level organizations and programmes including BDS & TVET institutions, MFIs and others. |
| Geographic focus | Northern Afghanistan (Samangan and Balkh provinces (8 rural districts and 2 provincial capitals) |
| Timing of evaluation | Final (July to September 2020) |
| Type of evaluation | Independent |
| Project Budget | 9.4 million US\$ |
| Evaluation Manager | Ei Haymar (M & E Officer, ILO Myanmar) |

I. INTRODUCTION AND RATIONALE FOR THE FINAL EVALUATION

This Terms of Reference encompasses the final independent evaluation of the Road to Jobs: bringing decent work to rural households of the northern provinces in Afghanistan project.

This final evaluation complies with the ILO Policy Guidelines for Evaluation published in 2017, which requires all projects with a budget of more than US\$ 5 million and a duration of more than 30 months to undergo two independent evaluations i.e mid-term and final. The final evaluation

will be conducted during July to September 2020 and will be managed by the Monitoring and Evaluation Officer based in the ILO Liaison Office-Yangon who has not prior involvement in the project and will be conducted by a team of independent evaluators (international and national to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents, donors, key partners and the ILO Office in Kabul will be consulted throughout the evaluation process. The evaluation process and report will follow ILO guidelines and the ILO Evaluation Office will approve the final evaluation report. The evaluation will comply with the United National Evaluation Group (UNEG)'s Evaluation Norms and Standards¹.

The project to be evaluated share the common objective of improving working conditions of vulnerable rural households and income earners who work either in rural communities, or in urban centres and other major centres of employment in Afghanistan. This final evaluation will allow for a holistic and integrated approach in assessing the coherence of the design of the project, efficiency and effectiveness of progress being made in terms of the overall objective of improving working conditions of the rural households, income accruing of targeted enterprises, created employment status, and in assessing impact and sustainability of the work being pursued by constituents in the Northern Provinces in Afghanistan. The evaluation will assess implementation performance and enhance learning within the ILO and among key stakeholders. The evaluation will apply mixed methods – both qualitative and quantitative. The evaluation team will conduct a thorough review of relevant documents and propose possible methods to gather evidence of implementation, progress, and challenges during the site visits. The evaluation will thus address OECD/DAC evaluation criteria and other relevant crosscutting issues.

Gender equality and non-discrimination, promotion of international labour standards, tripartite processes and constituent capacity development and environmental issues will also be considered throughout this evaluation.

The R2J project conducted an Midterm Evaluation by ILO in February-March 2017 and an Midterm evaluation by SIDA in August-September 2018. This evaluation is final and planned for July-September 2020, with the final report expected to be completed by end of September 2020. The evaluation findings and recommendations will help guide in the future implementation of ILO's intervention in Afghanistan's rural sector. The Project Officers, in consultation with the Chief Technical Advisor of R2J and Market System Development Specialist for the programme, will provide all necessary documents and information required by the evaluation team and will facilitate and support the evaluation team on the logistics needed in the evaluation process. Due to the COVID19 pandemic, the mobility of consultants is likely to be restricted and ILO Afghanistan will arrange for online data gathering on the interviewees' availability. As per the latest ILO Office policy on COVID19, the consultants get UNDSS BSAFE certificate and security clearance, and need to have the own health and travel insurance plan depending on the criticality of the mission and the risk.

II. BACKGROUND AND DESCRIPTION OF PROGRAMMES TO BE EVALUATED

Afghanistan is still engaged in a war that has lasted a generation and in which 3,804 civilians died from attacks last year. Foreign aid, which had been keeping the government operational, has continuously promoted a business culture of government reliance rather than innovation and independence. The country continuously ranks high on weak governances indexes in the world and the investment climate for new business opportunities is poor.

¹ <http://www.unevaluation.org/document/detail/1914>

At the same time, Afghanistan has an employment challenge. As one of the youngest countries in the world and with more than 400,000 youth joining a stagnant economy's labour force each year, the number of youth who are unemployed, under-employed or vulnerably employed grows by the day.

With an extremely challenging business climate on one hand and an immediate need to create jobs on the other, the Swedish International Development Cooperation Agency (Sida) funded the Road to Jobs (R2J) project to tackle both. The project was designed to address key constraints and strengthen the agriculture and manufacturing sectors challenges in Northern Afghanistan such that government and businesses could innovate, compete and create more and better jobs for those who need them most. The "Road to Jobs" project bringing decent work to rural households of the Northern Provinces in Afghanistan and implemented by ILO Kabul. Project implementation started in 2015 and was expected to run until end of 2017. Since then, there have been 3 no cost extensions and 1 costed extension which will allow the project to run until December 2020. The project follows a market systems development (MSD) approach (see below) to address important underlying constraints inhibiting better growth and employment outcomes, which in turn contribute to improving livelihoods and poverty reduction. The project has been working in the grapes, cotton, poultry, dairy and sheep and goats value chains supported by a project advisory committee made up of directors from government departments of labour, agriculture, women's affairs, economy, commerce and industry, the CEO of the Balkh Chamber of Commerce and Investments (BCCI) and the provincial head of the workers' union. The total budget for the project is USD9,460,890.39 over the five-year period of implementation. The main partners are the BCCI, Afghan women Chamber of Commerce and Industry (AWCCI) and lately, the Afghan Chamber of Industry and Mines (ACIM) as representatives of the private sector. Most of the more than 30 private companies which the project has partnered with are members of these employers' organisations. The department of Commerce and Industry has emerged to be a very engaging partner in the past one year. The project undertook several studies and assessments to help the private sector and policy makers make better decisions. These include in-depth market systems analyses on the grapes and cotton value chains, gender study, export study for fresh grapes, child labour assessment and a financial services study.

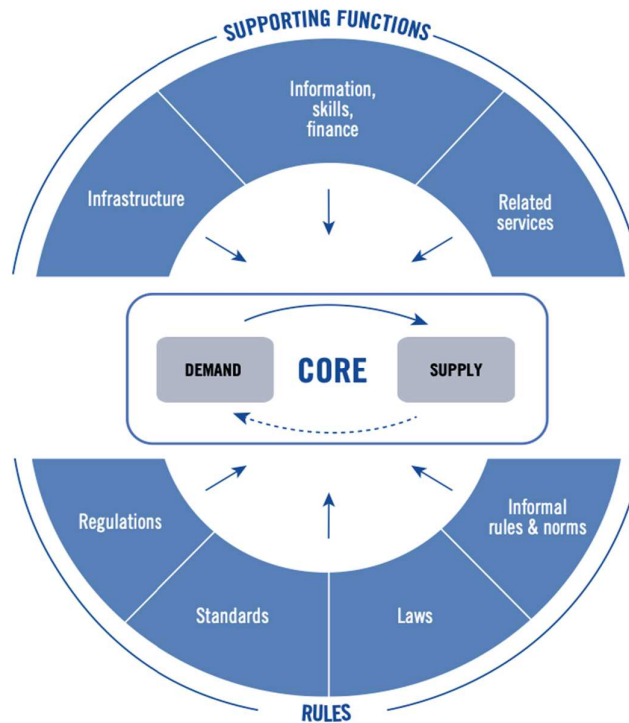
Box : What is the market systems development approach?

A market system is made up of many 'supporting functions' and 'rules' shaping how well a market works for poor women and men, as illustrated in the 'donut' below. A market systems development approach, in turn, seeks to identify, address and remove constraints that inhibit the growth of more inclusive markets. The goal is impact that is both:

- **Sustained:** Projects achieve lasting behavior change in public and private actors by aligning interventions to their incentives and capacity to adopt new ways of working. Impact continues long after interventions end because actors see organizational value in continuing the new way of working; and

- **Scaled:** Since constraints to industry growth are removed, change is replicated and mainstreamed across the sector – rather than being confined to just the actors that the project directly works with.

Projects using the market systems development approach usually partner with a small number of actors to test out new ways of working, and, if successful, then look to get others to replicate the innovation. The activities that projects undertake to encourage partners to change can vary – from ‘soft’ facilitation tactics such as advice or brokering relationships to ‘harder’ tactics like financial cost-sharing. Such facilitation is an art – not a science. It needs to strike a balance between support to actors that ends up being too light to overcome resistance to change; and too heavy leading to dependence.



The impact indicators for R2J are:

- Number of people recording a positive change in working conditions and/or incomes, (disaggregated by gender/poverty status/migrant status)
- Net additional income accruing to target enterprises as a result of the programme
- The net additional employment created and sustained as a result of the programme

R2J targets poor and vulnerable rural households and income earners, who work either in rural communities, or in urban centers and other major centers of employment. The project also aims at addressing the underlying causes of poor market systems performance in selected agricultural sub-sectors, elaborated as expected outcomes 1-3 below:

- Outcome 1: Collaboration and coordination among local stakeholders for local economic development is improved;

- Outcome 2: The position of poor and disadvantaged groups within selected sub-sectors is improved; and
- Outcome 3: Access to and utilization of financial services by the farmers and disadvantaged groups improved.

The evaluation will be conducted by a team of evaluators which include two independent evaluators (international and national) in an ethical manner and safeguard the dignity, rights, safety and privacy of participants

The evaluation was intended to identify the project interventions relevant with the selected target groups, programme outcomes effectively achieved and the project results driven to sustainability to the targeted market systems and possibility for the second phase of the programme.

More and better jobs in selected Northern Provinces contributes to improved livelihoods and poverty reduction.

- **Link to DWCP**

The project was designed beginning with AFG128: Enhanced Conducive Environment for Developing Micro- and Small Enterprises through enhancement of competitiveness of selected agriculture value chains, protection and upgrading of urban work and small enterprises, and improved financial management of households, which together bring higher returns to rural households. For the current biennium, the project will contribute to the achievement of AFG105: Entrepreneurship and enterprise development policies, strategies and programmes have increased access to decent jobs and incomes for women and men through micro, small and medium sized businesses.

- **Programme and Budget**

The project is directly linked to the following Programme and Budget outcome of 2015-16:

- Outcome 3: Sustainable enterprises

And indirectly linked to a further three outcomes:

- Outcome 1: Employment promotion
- Outcome 6: Occupational safety and health
- Outcome 7: Labour migration

- **Country Programme Outputs**

The project is linked to the following Country Programme Outcomes (CPOs) of 2014-15:

- AFG 128: Outcome 3. Enhanced conducive environment for developing micro- and small enterprises
- AFG 105: Outcome 4 – Promoting sustainable enterprises

- **Link to National Development Frameworks**

Relevance to development goals of the country and value addition

The project will contribute to the following National Priority Programmes (NPPs):

- Skills Development and Labour (under the Human Resources Development cluster)
- Trade Facilitation and SME (under the Private Sector Development cluster)
- Comprehensive Agriculture (under the Agriculture and Rural Development cluster)

The project also contribute to the new UNDAF (2014-2018), particularly to its Pillar One “Inclusive, more equitable and sustainable economic growth with reduced dependency on the illicit economy” and to 2018-21 One UN in Afghanistan Programme withing its pillar “Food security, nutrition and livelihoods”.

How the propose project will contribute to poverty reduction.

The project interventions will contribute to the realization of productive and decent work. The latter is recognized as a core element of the UN sustainable development goals, # 1 “end poverty in all its forms everywhere”, which has incorporated “full and productive employment and decent work for all” as an indicator.

Donors: SIDA has approved the cluster approach and agreed to make financial contributions, proportionally. SIDA has provided inputs to the TOR and will be consulted throughout the evaluation process.

Stakeholders and Partners: R2J initiatives are implemented in collaboration with tripartite constituents at the provincial level and key stakeholders while target groups remain unchanged from the previous phase. More specifically, Government institutions, Employers and Workers’ organizations have key execution responsibilities as primary partners, under the R2J Project Advisory Committee.

Direct Stakeholders

- (i) Government of Afghanistan
 - a) Ministry Of Agriculture, Irrigation and Livelihoods (MAIL)
 - b) Department of Labor, Social Affairs (DoLSA)
 - c) Department of Women Affairs (DoWA)
 - d) Department of Agriculture, Irrigation and Livestock (DAIL)
 - e) Department of Commerce and Industries (DoCI)
- (ii) Employers’ Organization
 - a) Balkh Chamber of Commerce and Investments (BCCI) and ACCI
 - b) Afghan Women Chamber of Commerce and Industries (AWCCI)
- (iii) Workers’ Organization/AMKA (NUAWE)
- (iv) Training Institutions and Companies

Other collaborating agencies and organizations

- (i) UNHCR, UNODC, USAID/RADP-N, NRC, ACTED and GIZ/SEDEP.

Ultimate beneficiaries

- (i) The ultimate beneficiaries are, beneficiaries who are from vulnerable households (women, farmers, migrants and workers) and additionally enterprises.

I. PURPOSE AND SCOPE OF EVALUATION

The main purpose of the final independent evaluation is for accountability and learning (measure the process, progress, outcome, learning and the achievement of the project in terms of the expected and stated results). The findings will be used to improve design and implementation of future relevant projects/programs.

The specific objectives are

- i. To review the progress and performance of the project (extent to which objectives have been achieved and outputs delivered) and determine to what extent it has been relevant, effective, efficient, sustainable and/or impactful.
- ii. To determine if a continuation of the project would be appropriate and how it could be improved should funding become available.
- iii. To determine if the market systems approach is fit for purpose in a conflict affect context
- iv. To provide recommendations for the learning which may inform future MSD projects in fragile and conflict-affected states
- v. To assess the Reponses and resilience of the project and the mechanisms that have been put in place to the COVID19 and the extent that the COVID19 pandemic may have on the target SME and beneficiaries.
- vi. To identify emerging potential good practices and sustainability opportunities for a possible second phase of this project and future MSD projects in fragile and conflict-affected states

This evaluation will provide all stakeholders with information to assess and revise, as needed; work plans, strategies, objectives, partnership arrangements and resources. It should identify the potential impact on mainstreaming policy and strategies and suggest a possible way forward for the future.

This final evaluation will help contribute to the process of evidence-based decision making in planning for extension activities, and will help stakeholders learn from the ongoing experience. The evaluation will focus on R2J's achievements, strategies and its contribution to the overall efforts to improve households' livelihoods and to reduce poverty at local level. The evaluation will focus on all activities implemented since the start of the project to the moment of the field visit.

The evaluation will identify intended (i.e. planned) and unintended results in terms of outputs and outcomes. Some unintended changes could be as important as the ones planned. Therefore, the evaluation team should reflect on them for learning purposes. As the market systems development methodology focuses on improving systems at large, indirect impact is as important as direct results, for it demonstrates a bigger systemic change for the intended target group.

The project built up the economic and agricultural contexts in Balkh province (Balkh, Dawlatabad, Zare, and Kishindeh) including Mazar-I-Sharif city and Samangan provinces (Feroz Nakchir, Hazrat Sultan, Khuram Sarbagh and Dara soaf payin) including Aybak city. Within the scope of the project's resources, with a particular focus on improving production, where the supporting: grape trellising, mobile phone extension services, grape extension services, paravetenarian services, Radio Azad extension messages, cotton extension services, dairy market linkage and entrepreneurship training through implementing partners: DAIL, Grape Producers Association, RADP-N, ANHDO, Khurshid Noor Solar, Radio Azad, FINCA-MFI, Gazargarh Cold Storage, Mazar, Kabul's Cold Storage Companies, Hamid Sadat Water Company, Wholesalers, Middlemen, Ariana Industries, CARD-F, Cotton & Ginning Companies and HMBGPC.

Intended Users: The primary intended users of the evaluation are ILO Project office in Kabul, ILO Liaison office for Afghanistan, Government of Afghanistan, Workers' and Employers' organizations, ILO HQ and DWT-New Delhi, Sida and ILO Regional Office for Asia and Pacific (ROAP). The evaluation will provide other project stakeholders and partners who work to reduce poverty and improve livelihoods, particularly those who are interested in doing so with the market systems approach. The evaluation report will be published on Sida and ILO website, so the report should be included evaluation summary, providing the necessary background information for readers who are unfamiliar with the details of the project.

II. EVALUATION CRITERIA AND QUESTIONS

The evaluation should be carried out in adherence with the ILO Evaluation Framework and Strategy, the ILO Guideline, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standard and address the overall ILO evaluation criteria: (i) Relevance, (ii) Validity of the project's design (iii) Effectiveness, (iv) Efficiency, (v) Impact orientation (vi) Sustainability.

The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development should be addressed in this evaluation. In particular, gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes (see in Annex 2).

It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the evaluation criteria and questions, and further developed during the inception phase of the evaluation but any fundamental changes should be agreed upon between the ILO team and the evaluator. The evaluation instruments (to be summarized in the inception report) should identify the general areas of focus listed here as well as other priority aspects to be addressed in the evaluation.

The evaluation questions are:

Explain the links between each of the following levels: interventions, expected changes in the wider market system expected outcomes such as economic growth or improved access to particular services.

Relevance

- 1. To what extent the project has contributed to current and long-term development in Afghanistan, the needs and priority of beneficiaries, tripartite constituents and policies of partners and the donors? To what extent does the project coordinate and collaborate with relevant public bodies in line with partner government policy and operations?*
- 2. Is the project perceived by the government, workers' and employers' associations, as an effort by the ILO to support Afghanistan in addressing the employment generation in provinces of Samangan and Balkh?*
- 3. To what extent has the project contributed to the implementation of the One UN Model in Afghanistan?*
- 4. Was the scale and scope of the project sufficient to achieve system level impacts?*
- 5. How the project contributed to the Decent Work Country Programme and Afghanistan national development goals?*

Validity of the project's design

6. *To what extent are the R2J project design (objectives, outcomes, outputs, activities) relevant and realistic to the situation on the ground and its underlining theory of change, risk analysis, context analysis logical and coherent and address relevant priorities/need?*
7. *To what extent is the market systems development approach appropriate for use in conflict contexts like Afghanistan? How the project adjusted its strategy to address the identified challenges..*
8. *To what extent which the COVID19 pandemic has affected the market system approach? To what extent the project has adapted or prepared to adapt to respond to this unexpected circumstance in the implementing process?*
9. *How could the project design be improved to achieve more systemic change?*
10. *In what ways can the sustainability component be well planned at the end of stage of the project's strategy and be improved?*
11. *To what extent which other agencies' interventions and policies support to the project interventions and vice versa.*
12. *To what extent of synergies and interlinkages between the interventions and other interventions carried out by ILO Kabul, government and social partners. What are the challenges and lessons learned in regarding to its coordination and collaboration with other ILO projects, implementing partners and initiatives of the government of Afghanistan?*

Effectiveness and Effectiveness of management arrangement

13. *How effective has the project been in achieving its immediate objectives? Is the project contributing to achieving the objectives of the government of Afghanistan on employment generation?*
 - a. *Are there significant changes in the market systems targeted by the project implementation? How effective has the project been in addressing the constraints identified in the market systems? What transformations in the structure or dynamics of the system has led to actual systemic changes, and how can these be attribute to the project? What causal links can be identified between the projects achievements and the systemic changes?*
 - b. *How effective has the project been in achieving large-scale job creation?*
14. *Is the project's methodology for measuring job creation, job improvement, and job sustainment, sufficiently accurate and relevant to explain project achievements?*
15. *To what extent reflect the findings of its monitoring and results measurement system and mid-term evaluation to the project's progress, results and impact? To what extent has lessons learned from what works well and less well been used to improve and adjust project implementation?*
16. *How effectively has the project facilitated stakeholders to change the way they operate to deliver benefits to the target groups? To what extent has the introduction of new working procedures and labor standards been adopted by the affected enterprises?*
17. *To what extent have public and private stakeholders, including workers' and employers' organizations been involved in project implementation?*
18. *Did Sida management, its contribution to the project and its interaction with ILO in a maner that best contributed to results and if not, what lessons could be learned?*

Efficiency

19. *How efficiently have resources (human resources – men/women, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader project objectives and results?*

20. *To what extent were the programme activities cost-effective? What level of the programme activities (individual, institutional, systemic) provided the most cost-effective benefits?*
21. *Were the team structure and set-up appropriate for the project design?*
22. *Were the funding and timeframes sufficient to achieve the intended outcomes?*
23. *Were resources allocated strategically to achieve gender-related objectives?*

Impact orientation

24. *Did the project make a contribution to a broader and longer-term response to decent work objectives in Afghanistan?*
25. *What changes have been observed in relation to the objectives of the intervention? To what extent can observed changes be attributed to the intervention? How have the changes affected men and women? Are there any systematic difference in the impact of the project for men and women, and if so, why?*
26. *What interventions and approaches delivered the impact or scale? What are key contextual features for these (e.g. gender, poverty, ethnicity etc.)?*
27. *Is the scale of impact appropriate for the context and project size?*
28. *Have the project initiatives made a difference to specific higher goals (SDGs, DWCP, Afghanistan national tripartite plan?) to which they are linked? If so, how has the intervention made a difference so far (social, environmental, and economic effects of the intervention)?*

Sustainability

29. *Do the project strategies and interventions, including the sustainability plan at the level of individuals, enterprises and systemic change at market system level? What actions might the project take to help ensure sustainability of key outputs and outcomes in a possible second phase?*
30. *Do the key institutions and partners organizations have the capacity and resources to sustain project activities? What challenges exist to doing so?*
31. *What are the outputs and outcomes that are most likely to be sustained?*
32. *Are there any difference between male and female actors to the extent outcomes will likely be sustained?*
33. *To the extent the systemic changes can be observed, do these changes benefit male and female market actors in the same way or are the differences to what extent women and men will be able to benefit from these changes?*

III. ILO CROSS-CUTTING ISSUES

The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, environment, tripartite processes, and constituent capacity development should also be considered in this evaluation.

In particular, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team as well as an assessment of the implementation of the program's Gender Strategy and its accompanying Gender Action Plan. Moreover the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related

strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

IV. EVALUATION METHODOLOGY AND TIMEFRAME

ILO's policy guidelines for results-based evaluation (3rd edition) 2017 provides the basic framework; the evaluation was carried out according to ILO standard policies and procedures. The evaluation adheres to the United Nations Evaluation Group (UNEG) norms and standards on evaluation as well as to the OECD/DAC evaluation quality standards.

The evaluation approach will be theory-based approach. A theory based approach provides a framework within which different levels can be observed. The evaluators are expected to thoroughly analyze the theory of change upon which the programme is designed and it adequately describes the expected pathway to change. It is expected that the evaluator describes and justifies an appropriate evaluation methodology and methods for data collection in the tender. The evaluation design and methods for data collection and analysis are expected to be fully developed and presented in the inception report.

Evaluators should take into consideration appropriate measures for collecting data in cases where sensitive or confidential issues are addressed, and avoid presenting information that may be harmful to some stakeholder groups. Evaluators should at no time compromise safety for data collection and should follow security information and broadcasts on the security status before travelling.

Evaluation Team

The evaluation will be conducted by an independent international evaluator selected after a call for expression of interest based on the profile presented below. The team leader will work with a national independent evaluator as a team member. During field work, the national evaluator will translate and interpret interviews in local language. One member of the project staff may travel with the team to make introductions but this person is not involved in the evaluation process, or interviews.

The responsibilities of team leader are developing the methodology in consultation with Evaluation Manager and R2J project team; assigning the tasks of the national consultant; directly conducting interviews and facilitating other data collection processes; analysis of the evaluation material gathered; presenting feedback on the initial results of the evaluation to the national stakeholder meeting and preparing the evaluation report. The responsibility of the interpreter in each provincial locality will be national consultant and the interpreter should be impartial and independent from the grantee in order to mitigate potential bias. The national consultant have not been involved in the project.

- (1) The international evaluators will be responsible on the following duties:
 - Desk review of programme documents
 - Briefing with ILO, R2J team and Evaluation Manager
 - Development of the evaluation instrument
 - Interviews with ILO and development partners
 - Undertake interviews with stakeholders and key informants
 - Undertake field visits in project areas

- Facilitate the stakeholders workshop
 - Draft evaluation report
 - Finalize evaluation report
- (2) The national evaluators will be responsible on the following duties:
- Desk review of programme documents
 - Contribute to the development of the evaluation instrument
 - Organize interviews of stakeholders and field visits in the country
 - Provide or facilitate translation and interpretation
 - Co-facilitate interviews with stakeholders and key informants
 - Co-facilitate stakeholder workshop (under the team leader leadership)
 - Contribute to the evaluation report through systematizing data collected and providing analytical inputs
 - Others as required by the team leader

Data Collection Methodology

A. Document Review

- Pre-field visit preparation includes extensive review of relevant documents
- During fieldwork, documentation will be verified and additional documents may be collected
- The evaluators' analysis should be included in the evaluation report. The documents may include project documents and indicator database, sector selection report, market system analysis, project progress reports, annual reports, budget and revisions, project framework and monitoring plans, workplans, management procedures and guidelines, undertaken research studies and project beneficiaries/training records.

B. Question Matrix

Before beginning fieldwork, the evaluators will create a question matrix, which outlines the source of data from where the evaluators plan to collect information for each TOR question. This will help the evaluators make decisions as to how they are going to allocate their time in the field. It will also help the evaluators to ensure that they are exploring all possible avenues for data triangulation and to clearly note where their evaluation results are coming from. The Evaluation team will share the question matrix with Evaluation Manager.

C. Interviews with stakeholders

The interviews will be held with as many project stakeholders as possible and will be one-on-one or group interviews. Technically, stakeholders are all those who have participated R2J project, such as implementers, partners, direct and indirect participants, community leaders, donors, and government officials.

Thus, it is anticipated that meetings will be held with:

- The members of R2J Project Advisory Committee
- R2J partners and implementers at all levels
- R2J Project team and ILO Kabul
- Swedish Embassy, Kabul
- Afghanistan Unit, Sida, Stockholm
- ILO Geneva SME/ENT (Lab project) and Decent Work Technical Support Team in India
- Government Ministry Officials and Local Government Officials who have been involved in or are knowledgeable about the project

- Community leaders and project participants (household beneficiaries)
- INGOs and multilateral agencies working in the area

List of detail contact will be provided by R2J team in case of any restriction.

D. Field Work

The evaluation team will undertake group and/or individual discussions. A first meeting will be held with the R2J project team. After that, the evaluators will visit to the selected project areas. During the visits, international consultant accommodated at United Nations Assistance Mission in Afghanistan. The evaluators will observe the activities and outputs developed by the project. Focus groups with project participants will be held, and interviews will be conducted with representatives from local governments, partners, and community members. The final field site selection will be included in the Field Itinerary along with the list of KIIs and FGD participants. A stakeholders' workshop will be organized to validate findings and complete data gaps with key stakeholders, ILO staff and representatives of the development partners. After the workshop debriefing to the R2J project team will take place. Due to the COVID19 pandemic, there will be flexibility in data collection such as remote data collections or virtual meetings if travel restriction will not allow to both international and national consultant in travelling to the project sites,

E. Ethical Considerations and Confidentiality

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression, R2J project staffs and implementing partners will not be participated during interviews with stakeholders, communities, and project beneficiaries. However, a R2J team member or implementing partner staff may accompany the evaluators to make introductions whenever necessary, to facilitate the evaluation process and make respondents feel comfortable.

F. Stakeholder Meeting

Following the field visits, a stakeholder meeting will be organized by the project and led by the evaluators to bring together a wide range of stakeholders, including the implementing partners and other interested institutes to discuss the evaluation findings. The list of participants to be invited will be drafted prior to the evaluators' visits and confirmed in consultation with project staff during fieldwork. The meeting will be used to present the major preliminary results and emerging issues, solicit recommendations, discuss project sustainability and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The agenda of the meeting will be determined by the evaluators in consultation with project staff.

G. Limitations

There are always limitations in conducting evaluations, especially in conservative and fragile states like Afghanistan. There were a number of limitations as following:

1. Insecurity to visit project sites: Due to insecurity, the evaluation team will not able to visit the project sites in some districts.
2. Inaccessibility of women beneficiaries for interviews: Due to cultural sensitivity, women will not willing to come to provincial centers or meet with male staff. However, the evaluation team can conduct some interviews of direct beneficiaries through telephone.

3. Due to COVID 19 pandemic, remote data collection might be shifted in case travel restricted. Interviews may be virtual meeting.
4. Time: Data collection for the evaluation will take at least two weeks and between July to August.

H. Timetable

Timeframe for this evaluation: July – September 2020

The evaluator need to submit the final complete report at the mid September 2020.

| Task | Working Days of International Consultant | Working Days of National Consultant | Date |
|---|--|-------------------------------------|-------------------|
| Contract with selected Evaluators | | | 30 June 2020 |
| Desk Review of project related documents | 3 | 3 | 5 July 2020 |
| Inception Report | 1 | 1 | 7 July 2020 |
| Develop itinerary and finalize | 1 | 1 | 8 July 2020 |
| Develop question matrix (Data Collection Tools) | 2 | 2 | 10 July 2020 |
| Data Collection | 10 | 10 | 13 - 23 July 2020 |
| Stakeholders Workshop (Validation) | 1 | 1 | 28 July 2020 |
| Draft report submitted to ILO and SIDA | 7 | 5 | 10 August 2020 |
| Revised report | 2 | 2 | 27 August 2020 |
| Final report submitted to ILO and SIDA | 1 | | 15 September 2020 |
| Total | 28 | 25 | |

Depend on the COVID19 situation, the time frame will be adjusted. The project team will support to make remote data collection such as telephone or skype interviews and provide list of stakeholders to be interviewed.

V. EXPECTED OUTPUTS/DELIVERABLES

The evaluator will provide the following deliverables and tasks:

Deliverable 1: **Inception report**. The inception report will include among other elements the evaluation questions and data collection methodologies and techniques, and the evaluation tools (interview, guides, questionnaires, etc.). The instrument needs to make provision for the triangulation of data where possible. The evaluator will prepare an inception report as per the ILO Checklist 3: Writing the inception report (see in Annex).

The report should include:

- Description of the evaluation methodology and instruments to be used in sampling, data collection and analysis and the data collection plan mentioned above.
- Guide questions for questionnaires and focus group discussions;
- Detailed fieldwork plan should be developed in consultation with the Evaluation Manager and project team;
- The proposed report outline structure.
- Proposed methods of data collections and tools for remote interviews/data collections

Deliverable 2: **Stakeholders workshop.** The evaluator will conduct a stakeholders' workshop. The stakeholders' workshop will be organized to validate information and data collected through various methods and share the preliminary findings with the ILO and local stakeholders at the end of evaluation mission. The stakeholders' workshops will be organized by the project team with assistance from the ILO Liaison Office Kabul. The workshop might be remotely organized depend on the COVID19 situation. PowerPoint presentation should be prepared and presented at the workshop and shared with Evaluation Manager.

Deliverable 3: **First draft evaluation report.** The evaluation report will include and reflect on findings from the fieldwork and the stakeholders' workshop. The draft evaluation report should be prepared as per the ILO Checklist 5 (see in Annex). The first draft of the report will be circulated to all partners for a two weeks review. The first draft evaluation report will be improved by incorporating Evaluation Manager, R2J Project team, SIDA and ILO ROAP comments and inputs provided by key stakeholders.

In the Annex 1 of checklist 5, include definitions and criteria (Section 1: Citing Lesson Learned and Section 2: Citing Emerging Good Practices) should prevent any problems later during the approval of the draft report, as well as ensuring a high level of quality and consistency across ILO evaluations and in line with UN evaluation standards.

Deliverable 4: **Final evaluation report** and a standalone evaluation summary The evaluator will incorporate comments received from ILO and SIDA into the final report. The report should be finalized as per the ILO Checklist 5: Preparing the Evaluation Report. The quality of the report and the standalone evaluation summary (max 4 pages) will be assessed against the ILO Checklists 5, 6, 7, and 8 (see in Annex). There may be more than one rounds of comments from ILO stakeholders. Evaluation report is considered final only when it has received an approval from ILO Evaluation Office.

The report and all other outputs of the evaluation must be produced in English. All draft and final reports including other supporting documents, analytical reports, and raw data should be provided in electronic version compatible with WORD for windows. Ownership of the data from the evaluation rests jointly between ILO. The copy rights of the evaluation report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement. In addition to the final report, a standalone executive summary, lessons learnt and good practices must be developed using ILO standard format.

A draft and a final versions of evaluation report in English (maximum 30 pages plus annexes) as per the following proposed structure:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Clearly identified findings for each criterion or per objective
- Conclusions
- Recommendations (i.e. for the different key stakeholders)
- Lessons learned and good practices
- Annexes:
- TOR

- Inception report
- List of people interviewed
- Schedule of the field work
- Documents reviewed
- Project outputs and unexpected results achieved versus planned as per the Project logical framework targets

VI. EVALUATION BUDGET

The budget for this contract will cover professional fees, travel costs, and mobilization expenses that include communication cost in response to the remote data collection. It will be reimbursed on the actual basis.

A tentative schedule of payments shall be indicated in the Contract, but any single payment shall be limited to a maximum of 30 per cent of the total contract amount and be subject to the condition that the ILO quality standards are met satisfactorily. By ILO financial rules, the first (advance) payment cannot exceed 30 per cent, and a minimum of 20 per cent of the total contract amount shall be retained as the final payment which may be paid only after satisfactory completion of all activities and providing to the ILO all outputs/ reports as stated in the contract;

It is important to note that should there be any problem in the delivery of outputs pertaining quality and schedule, the Contractor is expected to make the necessary corrective actions without affecting the overall project delivery deadline dates. This will be at no additional cost to ILO.

VII. QUALIFICATIONS

Minimum desired qualifications for consultants are the following:

For international evaluator (team leader):

- Education Background in Economic/business administration, Social Science, International Development Studies
- 5 - 7 years of relevant professional experience in conducting evaluations of international development projects and programs and/or in complex/strategic assessments in particular with policy level work, institutional building and local development projects.
- Experience in working with or evaluating projects that use the market systems development approach, preferably in the context of Afghanistan or any other fragile and conflict-affected state;
- Professional experience with evaluation framework, quality assurance within international development evaluations;
- Experience in the targeted areas an advantage but no previous involvement in the delivery of the project;
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Excellent in technical report writing in English;
- Excellent analytical skills and communication skills
- Strong leadership and organizing skills;
- Demonstrated ability to deliver quality results within strict deadlines.
- Experience working in contexts characterized by fragility, violence and conflict scenarios like Afghanistan;

- Experience in gender analysis and economic empowerment;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable;

For national consultant:

- Education: Degree in social and/or economic development or other relevant field;
- 5 years experience in the design, management and evaluation of local development projects. Knowledge on research methodologies would be preferred;
- Experience in the targeted areas an advantage but no previous involvement in the delivery of the project;
- Fluency in English and Local languages in the field visit areas
- Experience in facilitating workshops for evaluation findings;
- Experience in the UN system or similar international development experience is desirable;

VIII. MANAGEMENT AND SUPPORT

Mrs. Ei Haymar, M&E Officer (MyPEC project) at ILO Liaison Office in Myanmar, who has no prior involvement in the project will manage this independent evaluation with supervision provided by the ILO Evaluation Unit. The evaluation will be funded by R2J project (Afghanistan).

Task of the evaluation manager:

- 1) Draft and finalize the evaluation TOR;
- 2) Reviewing CV of the applicants;
- 3) Coordinate with the project team on the fieldwork itinerary for the evaluator;
- 4) Briefing the evaluation consultant on ILO evaluation procedures;
- 5) Circulating the report to ILO and donor to provide comments;
- 6) Reviewing and consolidating comments of the draft evaluation report; and
- 7) Sending back to the evaluator for final report.
- 8) Share to ILO Afghanistan and HQ office when receiving final report

R2J project team will handle administrative arrangement and logistical support the following task:

- 1) Facilitate the advertisement in Afghanistan for a local consultant to assist the international consultant
- 2) Providing project background documents to the evaluator including annual reports, robust monitoring and results data and intervention guides,;
- 3) Provide a list of key stakeholders (tripartite constituents, key partners, implementing partners, provincial partners, donor, ILO specialists involved, list of R2J staff) and list of beneficiaries who have benefited from the project with their contact address (email/phone/skype address where possible) to allow the evaluation team to contact them via remote interviews/survey etc.
- 4) Provide fieldwork itinerary for meetings and interviewing;
- 5) Coordinating with local government authorities and in-country arrangements such as visa, travel, accommodation and security;
- 6) Provide list of contacts in case of travel restriction;
- 7) Meeting with the evaluator during the evaluation;
- 8) Organize and participate in the stakeholder meeting;
- 9) Review and provide comments in the evaluation report;

The evaluator is selected through a competitive process from qualified applicants. The international evaluator will lead the evaluation and will be responsible for delivering the above evaluation deliverables. The evaluation consultant reports to the evaluation manager.

IX. LEGAL AND ETHICAL MATTERS

The evaluation will comply with UN Norms and Standards. The ToR is accompanied by the code of conduct for carrying out the evaluations. UNEG ethical guidelines will be followed. It is important that the evaluator has no links to project management or any other conflict of interest that would interfere with the independence of evaluation.

X. SUBMISSION OF APPLICATION

Interested candidates are required to submit a proposal to Mrs. Ei Haymar (haymar@ilo.org) and cc to Ms. Pamornrat Pringsulaka (pamonrnat@ilo.org) before **19 June 2020 (Friday) 17:00PM (Afghanistan time)**. Subject line for application: "International/National Consultant for the Final Evaluation of ILO Road to Jobs Project" and covering the following aspects:

- Detailed response to the TOR
- Proposed methodology and data collection tools
- Ethics and safeguarding approaches
- Proposed timelines
- CVs that include previous work
- Detailed budget, including daily fee rates, expenses, taxes etc.
- For reference check, provide contacts of previous contractors email

XI. ANNEXES

Road to Job page on the ILO website has quite a few links to documents which articulate some of the interventions. Further detailed documentation from the project's monitoring and results measurement system will be provided at contract award.

https://www.ilo.org/empent/Projects/the-lab/WCMS_695028/lang--en/index.htm

Project overview https://www.ilo.org/empent/Projects/the-lab/WCMS_731169/lang--en/index.htm

All relevant ILO evaluation guidelines and standard templates

ILO Policy Guidelines for results-based evaluation, 2012 c
http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)

http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm Checklist

Checklist 3 writing the inception report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5 preparing the evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6 rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Checklist 7 Filling in the evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166363/lang--en/index.htm

Checklist 8 Writing the evaluation report summary

http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices

http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm

http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7 Stakeholders participation in the ILO evaluation

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Guidance note 4 Integrating gender equality in M&E of projects

http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>